



WISCONSIN DEPARTMENT OF VETERANS AFFAIRS

Executive Sponsor Charter

Project Name: WDVA Lean Government Initiative

Executive Sponsor: Secretary John A. Scocos and Deputy Secretary Michael Trepanier

WDVA Project Leader: Jenna Homburg, Executive Assistant

Key Stakeholders: Governor Walker, Wisconsin Veterans Service Organizations, The Board of Veterans Affairs, Veterans Associations, The Council on Veterans Programs, Wisconsin Veterans and their families, WDVA staff and Wisconsin taxpayers.

Organization: WDVA

Document Last Updated: December 5, 2012

Project Overview: The Wisconsin Department of Veterans Affairs was created in 1945 to consolidate separate veterans programs under one agency. Today, the WDVA provides grants and a variety of benefits, programs, and services to Wisconsin veterans and their families.

The WDVA serves a veterans population of over 397,600. Their needs are met through an average total agency staff of 1,136 positions. Recently, the WDVA enacted several new initiatives and advances in customer service and technology in order to meet the needs of our current generation of veterans transitioning from the battlefield. However, evaluating internal and external procedures and processes that can be streamlined in order to reduce employee workload and stress while at the same time increasing productivity and maximizing efficiency, not only internally but with our stakeholders and our veteran customers as well, is something that has yet to be done from a Lean Six Sigma point of view. The WDVA has numerous areas where Lean Six Sigma methodologies and Lean government techniques can be applied in order to launch our department forward as the lead example for the level that state veterans departments can, and should, perform at.

Vision: By growing a culture of Lean Government from the ground up within our agency, the WDVA will eventually be able to incorporate lean methodologies throughout all processes and performance measures. By mentoring the staff, all key personnel will be able to identify and eliminate non-value added processes which will create a focused, streamlined, and efficient level of production in all WDVA activities. Employees will have a clear purpose and mission and the internal environment will be one that empowers individuals to improve areas of operation by utilizing the proven strategies of Six Sigma and Lean Government. A clear internal focus with streamlined and optimal value-added processes will in

turn provide efficient and progressive customer service to our veterans and our stakeholders with transparency and honor as we move the department forward always following our agency VISION guidelines:

Veterans and their families come first
Increase job opportunities for veterans and their families
Solvency of the agency
Initiating new relationships with stakeholders
Outreach that meets the needs of veterans in the 21st Century
New strategies for achieving success in our goals

Guiding Principles: The following principles will guide the WDVA throughout all employee, veteran, community and state endeavors and will be the driving force behind how Lean Government will be used to move the department forward.

Exceed Expectations: When interacting with one another, with our customers, with our stakeholders, and with our veterans community – we will strive to exceed, not simply meet, expectations.

Involve: All personnel are KEY personnel and no idea or suggestion is too small.

Innovative: Solutions that drive the department forward while eliminating waste and creating a brand new culture and style that will emulate through our staff to our customers.

Respect: One another and our ideas, suggestions, creativity, and differences.

Embrace: The new culture that will be created and the changes and challenges that will arise.

Increase: Productivity, positivity, customer service, value, and efficiency in all processes and procedures.

Reduce: Waste – if it is not a value-added process, essential value-added process, or improvement – find a way to reduce it.

Communication: Throughout all phases, communication between levels and teams will be open, positive and encouraging.

Satisfaction: With your performance, with your participation, with your effort, and with the services you provide to our customers.

Solutions: The goal is not to find the problems – the goal is to find the solutions.

Project Goals – Phase One: We will pilot Lean Government with Six Sigma Methodology in the Division of Administration and the Division of Veterans Services for Phase One of the WDVA's Lean Initiative Project. The goals in this phase are:

- 1) To provide an introduction to, and training in, lean methodology to Division leadership and staff chosen to serve on Phase One project redesign teams
- 2) To choose 2-4 initial projects which represent internal processes and can be successfully improved using Lean Government tactics
- 3) Use Lean Methodology to define, analyze, measure, implement and control sustaining changes within WDVA
- 4) To find projects that lessen employee work load while at the same time increasing customer satisfaction.

Project Deliverables:

High-Level Timeline

Project Start Up

Training

Process Selection/Prioritization

Process Redesign

Develop Long-Term Sustainability

Develop Service Delivery Models

Target Date

Select Phase One Projects by 1 November 2012

Complete White Belt and Yellow Belt Training by 1 January 2013

By 1 February 2013

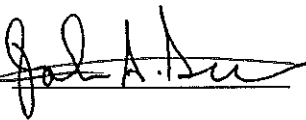
1 February 2013 – 1 April 2013

By 30 April 2013

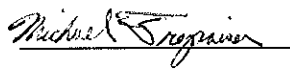
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<u>Title</u>	<u>Who</u>	<u>Roles / Responsibilities</u>
Executive Sponsor	Michael Trepanier, Deputy Secretary	Serve as ultimate decision maker for project budget, timeline, and scope.
Bureau Chiefs and Division Administrators	All	Commit to and champion the project, modeling the expected changes. Provide direction and oversight to the project teams, selecting redesign projects, addressing issues and identifying decision points.
DVA Project Leader	Jenna Homburg	Oversee and lead the project. Responsible for providing the project deliverables.
Redesign Projects	Redesign Team Members	Redesign selected division processes adhering to I principles and practices including responsibility for metrics. (See individual team charters)
Redesign Team Leaders	Designated Staff in Divisions	Serve as a team leader directing the work of the redesign team and keeping the project on schedule; Serve as the steward for processes redesigned as a result of the work of redesign teams. Assist with the measurement of process improvements in the control phase.

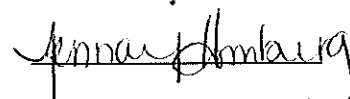
Signed :



Secretary, WDVA



Deputy Secretary, WDVA



Executive Assistant, WDVA